

# **CAREER DEVELOPMENT: PATHS OF THE PAST, EXPERIENCES OF THE FUTURE**

Dr. Rebecca Hardin  
Ms. Kerry Alexa  
Ms. Brenda Martineau

# EXPERIENCES SHAPE US.....

*“We are the sum total of our experiences. Those experiences – be they positive or negative – make us the person we are, at any given point in our lives. And, like a flowing river, those same experiences, and those yet to come, continue to influence and reshape the person we are, and the person we become. None of us are the same as we were yesterday, nor will be tomorrow.”*

-B. J. Neblett

# HOW DID YOU GET HERE?

With a partner, discuss one key milestone career experience.

What made it significant to your career?

What were the commonalities between your experiences?



# HERE'S WHAT WE KNOW

Organizations are facing skills gaps and we're locked in competition for talent

Employees stay in positions too long and often fail in transitions

Flatter organizations and worker longevity mean there are not enough positions for employees to move up

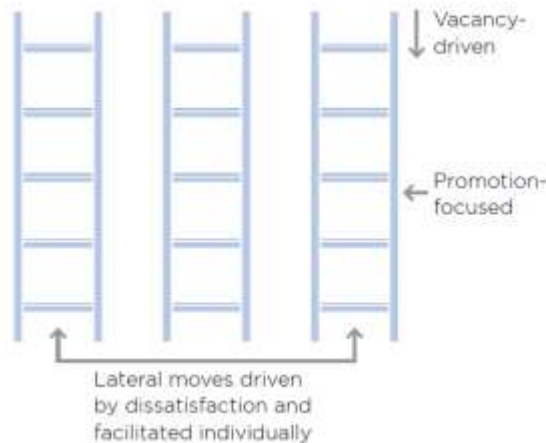
Resources are shrinking and there is not enough monetary recognition to go around

Almost two thirds of government employees are dissatisfied with career opportunities

# MOVING TOWARD A GROWTH-CULTURE

## GROWTH-BASED CAREERS PRIORITIZE EXPERIENCES OVER PROMOTION RATE

Promotion-Based Career Culture



- Employees focus on the next promotion
- Employees typically stay within a functional or organizational silo
- Career moves are driven by career dissatisfaction
- Opportunities are the result of vacancies

Source: CEB analysis.

Growth-Based Career Culture



- Employees focus on obtaining new experiences that build their skills
- Employees move between different parts of the organization
- Career moves are driven by growth opportunities
- Opportunities are the result of business need

Source: CEB analysis.

*"A career is now a checkerboard, or even a maze. It's full of moves that go sideways, forward, slide on the diagonal, even go backwards when it makes sense."*  
-Tom Peters, Career Guru

# COMPETENCIES IN CONTEXT: EMPHASIZE HOW EXPERIENCES BUILD TRANSFERABLE SKILLS



- ▶ Competencies are **enduring** and **transferrable**



- ▶ **Indicators** of ability to **learn** and be **successful** in **new situations**.



- ▶ Becoming **proficient** in a competency is an enabler to success.

# WHAT EXPERIENCES DO YOU NEED AND WHERE ARE THEY?



## *Challenges that Make Great Experiential Learning Opportunities*

Inspiration for experiential learning can come from many places. Use the examples below to provide challenges that will improve organizational effectiveness and give employees growth opportunities simultaneously. Check in with your employees regularly to ensure they have what they need to succeed.

### **Unfamiliar Responsibilities**

Give employees the opportunity to handle responsibilities that are new or very different from past assignments

### **New Directions**

Encourage employees to start something new or make strategic changes

### **Inherited Problems**

Reward employees for fixing problems that existed before the work was assigned

### **Colleagues Needing Support**

Facilitate collaboration by encouraging employees to work with colleagues who are wrestling with new technical challenges

### **High Stakes**

Provide employees with projects that are high visibility, require the management of work within tight deadlines, or where h/she is responsible for critical decisions

### **Scope & Scale**

Delegate tasks to employees that are broad in scope (involving multiple functions, groups, or locations) or are large in size (e.g., workload)

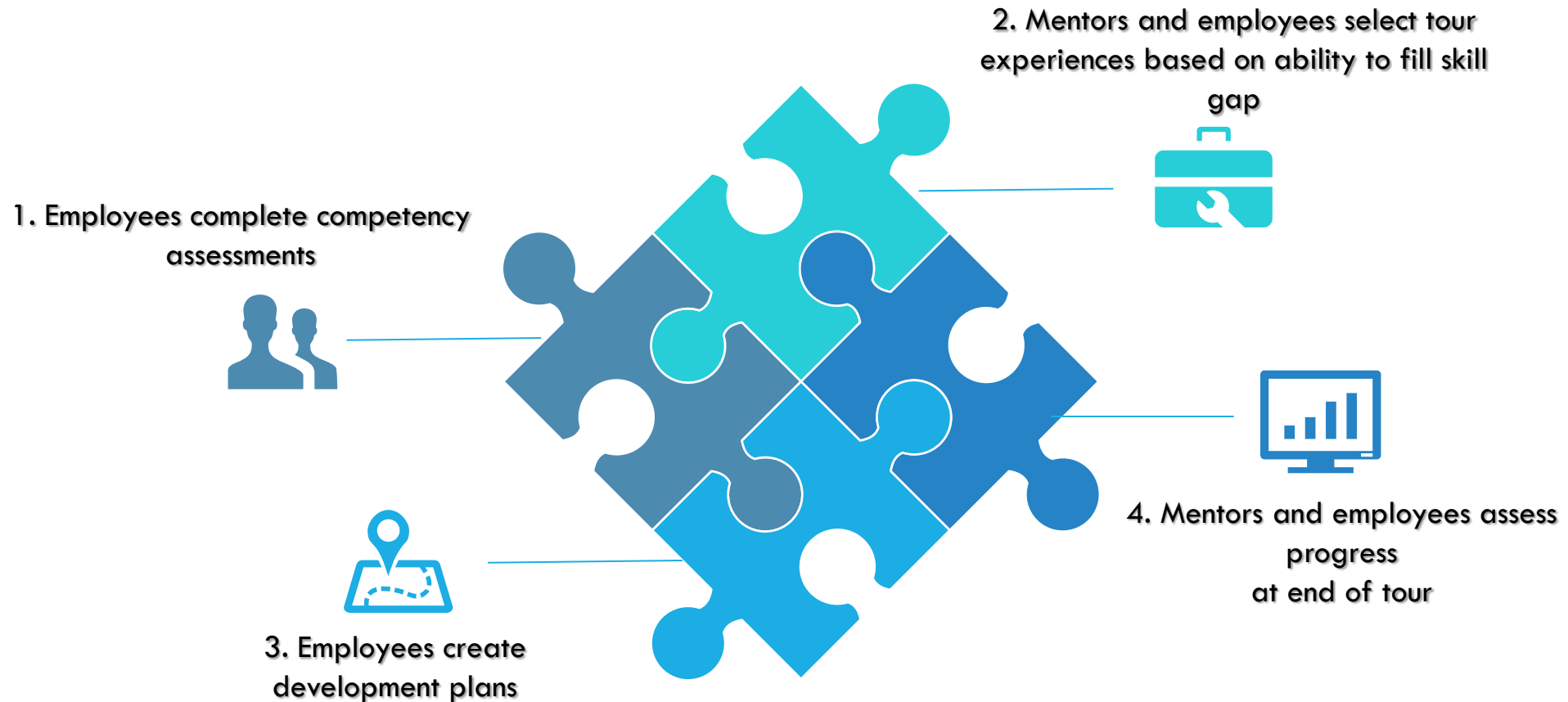
### **External Pressure**

Expose employees to the pressure of interfacing with outside groups, such as customers, vendors, partners, and regulatory agencies

### **Influencing Without Authority**

Provide opportunities for employees to influence peers, higher management, or other key people over whom they have no authority

# DEVELOPMENT PROGRAM TOUR EXPERIENCES REDESIGNED!



# BURRITOS!!! INDIVIDUAL CAREER MENUS

## Step 1. Select Entree

**Burrito (HR Generalist)** ☒ **Burrito Bowl (HR IT)** ☐ **Salad (HR Analytics)** ☐ **Tacos (Work-Life)** ☐

## Step 2. Customize burrito (or choose one of the Signature Combos below!)

<b><u>Filling</u></b> (work experience)	<b><u>Rice</u></b> (external <u>trng</u> )	<b><u>Beans</u></b> (internal HR experience)	<b><u>Cheese</u></b> (HR exposure)
<input type="checkbox"/> HR Front line delivery (HR Advisor/ Program Mgr. Technical Specialist HR Field Advisor/Admin HR Generalist - internal or external)	<input type="checkbox"/> HR degree <input type="checkbox"/> HR certifications <input type="checkbox"/> HR certificate <input type="checkbox"/> leadership training program	<input type="checkbox"/> other HR work roles internal or external to NSA	<input type="checkbox"/> HR Foundational <input type="checkbox"/> Passport <input type="checkbox"/> Shadowing <input type="checkbox"/> IC or DoD HR <input type="checkbox"/> Details <input type="checkbox"/> Cross HR project

### **Salsa** (sample KSA/attributes)

☐ HR IT ☐ communication skills ☐ HR research/policy interpretation ☐ customer service skills

### **Chips and Guacamole** (work experience in addition to HR)

☐ experience outside HR (inside or outside NSA) ☐ Dev program ☐ supervisory experience

# Enterprise Succession Management

## *A Three Part Process*

### Positions/Roles

- Career development boards (CDBs) identify key leadership positions/roles
- Incumbents of key positions complete a "success profile" which are reviewed by CDBs

### People

- CDBs identify grade levels for talent review; employees receive an email with link to talent survey
- CDBs review the potential, performance, and readiness of interested employees

### Development

- CDBs provide feedback to all interested employees
- CDBs identify development opportunities for those selected for talent "benches"
- CDBs support and track progress

**Experience, Expertise, Scope of Responsibility, Core Duties, Career Recommendations, Future Trends, Key Leadership Competencies**

# THREE-PART HARMONY

Development...is a three-part harmony. The **person** needs to be ...willing to do what's required... The **organization** has to have a process...to help those who want to grow...The **boss** has to be an active player...or development won't happen.

-Lombardo and Eichinger "For Your Improvement"

# EMPOWER CAREER DEVELOPMENT: ASK YOURSELF.....



How are we designing careers around experiences not positions?

How are we mapping to show employees where critical experiences can be gained?

What are new ways to “push” not pull opportunities to active and passive job seekers?



How will we motivate employees to accept lateral moves?

How will we help managers “find” not just release talent to enable growth?



How are we sharing talent within and outside of our organizations?

How are we engaging employees and managers to change the career culture from promotion-based cultures to growth-based cultures?